



Community Health Needs Assessment Implementation Plan FY2024 Update

June 2025

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introduction

The following report provides an update for the activities that took place since the December 2024 Community Health Needs Assessment (CHNA). The first part of this report reiterates the priorities and plan previously communicated in December 2024 CHNA. The latter portion outlines progress made toward our priorities in the last six months. The complete 2024 CHNA Plan can be found on our website at: <https://www.claritycgc.org/reports>.

our priorities

As a non-profit private hospital, Clarity has the capability and capacity to do the following:

- Partner with the community to receive funding from individuals, corporations, and foundations.
- Re-invest funds directly into our services rather than a dividend/shareholder.
- Recruit top professionals at competitive costs, particularly due to our affiliation with UT Health.
- Allocate resources into evidence-based clinical models to provide exceptional treatment to all children in our community.

With a strong, unwavering focus on our mission, “To support children and families in their pursuit of mental wellness”, and vision, “To ensure that every child and family that needs our services receives our services”, as well as our four pillars—Access to Care; Financial Sustainability; Organizational Health; and Quality of Clinical Care—we have a steadfast responsibility to:

- Meet the needs of any family regardless of their ability to pay.
- Make treatment increasingly accessible.
- Provide the best services possible by optimizing the use of resources.
- Educate the community.

In evaluating the results of our key stakeholder interviews and survey respondents, we ranked the opportunities identified in the following manner:

- Does the opportunity align with our values, mission and vision?
- Is it a core competency currently? If not, is it a complementary core competency that strengthens our value proposition?
- Is there another organization or entity that could better address the need versus Clarity?
- Is there a viable funding stream for sustainability purposes?
- Does the opportunity create the foundation to impact improvements in other areas of need, if implemented?
- What are the benefits in quantifiable terms of implementing the opportunity? Conversely, what consequences occur if it is not implemented?

our plan

Clarity Child Guidance Center's leadership evaluated the opportunities revealed in 2024 Community Health Needs Assessment and, with the guidance of the Board of Directors, developed a strategic plan to address gaps in the community. Initiatives prioritized in Clarity's 2025 Strategic Plan and each key performance indicator (KPI) are itemized below:

Capital Campaign and Expansion

KPI – Successful completion of phase two of the capital campaign through philanthropic donations and grant funding.

Financial Sustainability

KPI - Close the delta between revenue/expenditures.

Develop the next generation of hospital leadership

KPI - Successful transition of current Operations team members into the Strategic Quality Council (SQC), Clarity's leadership team.

Determine the WHY for staff (i.e. WHY is the drive or motivation behind WHAT you do and HOW you do it)

KPI – A 5% decrease in staff turnover.

Increased community profile

KPI – Exceed annual inpatient ADC (average daily census).

our progress

Clarity Child Guidance Center’s leadership evaluated the opportunities revealed in the Community Health Needs Assessment, and with the guidance of the Board of Directors, created the 2024-2025 Strategic Plan. There has been a conscious effort to focus on external services and programs, as personified by the 2024 addition of eight hospital beds dedicated to children and teens with very complex issues. This new unit includes a dedicated space for programming and a private, secure courtyard. Progress made to date includes:

access to care

- In January 2025, Clarity and the Southside Independent School District opened Clarity Southside, the first-of-its-kind, on-site mental health center housed at Southside High School. Transportation and access to mental health is challenging as there are no psychiatrists and only two known therapists in the South San Antonio zip codes. Clarity professionals are now providing onsite services including: 1.) partial hospitalization program for adolescents aged 12 to 17 years who need intensive therapy during the day but are safe enough to return home in the evening; 2.) outpatient services, such as individual and family therapy; and 3.) comprehensive psychiatric visits by Clarity medical staff, in person or via telehealth. Since opening, the clinic has already assisted over 500 children, with referrals from Southside ISD counselors and social workers, as well as daily walk-ins. The response has been so positive that in the Spring of 2025, Clarity expanded the age requirement of the partial hospitalization program to now include children ages 5 to 17 years. Additionally, with a waitlist for outpatient appointments, we plan to add another clinician in summer 2025. The clinic will remain open throughout the summer with normal business hours Monday through Friday.
- In March 2025, Clarity announced the addition of a new treatment focused specifically on at-risk youth with intensive needs called Multisystemic Therapy (MST). Youth aged 12 to 17 in Bexar County qualify to be screened for this treatment, even if they have no insurance. It is most effective for treating youth at risk of expulsion, being removed from homes, committing violent offenses, having serious mental health concerns, and at risk of out-of-home placement. The MST program includes a team of specially trained therapists who provide intensive treatment, usually in the home, school, and community of the youth, while focusing heavily on the involvement of parents and other caregivers. Therapists have small caseloads and the average length of treatment is between three and five months. Team members remain on-call and available 24 hours a day. Clarity was chosen as the service provider for MST by the Center for Healthcare Services (CHCS) that received a grant from Texas Health and Human Services (HHSC) for the program.

- Dedicated efforts to streamline the workflow in Clarity’s 24/7 Crisis Services department which offers mental health emergency assessments for children needing immediate intervention.
- Continued involvement with the Bexar County Foster Care Stakeholders Task Force to ensure the involvement of mental health providers in the treatment of children/adolescents in CPS custody. Clarity CEO/President Jessica Knudsen serves as Chair of this task force.
- Continued involvement with the Mobile Mental Wellness Collaborative, providing therapy services at four Bexar County Independent School Districts: South San, Edgewood, Harlandale, and Judson ISD. The first of its kind in the nation, services are offered on school district property or virtually to help eliminate the transportation barrier that often limits access to mental health services. Clarity was an original partner of this collaborative with Jewish Family Services of San Antonio, Family Service Association, Rise Recovery and the Children’s Bereavement Center of South Texas. Partners now include Clarity, Rise Recovery, Family Service Association, Joven Endeavors.
- Ongoing involvement in the South Texas Crisis Collaborative (STCC) steering committee to represent the interest of children’s mental health in the larger community.
- Collaboration with the Greater San Antonio Chamber of Commerce to promote Clarity on its website and a dedicated eblast to all members, as well as representation on the Healthcare Council which “convenes, connects and advances healthcare and its related industries in the region.”
- Ongoing participation Behavioral Health Committee of the South Texas Regional Advisory Committee (STRAC) with focus on decreasing the behavioral health impact and traffic flow in local emergency rooms. Clarity CEO, Jessica Knudsen, is a participating member of the committee alongside law enforcement, EMS, emergency rooms and other community partners.
- Ongoing involvement with the Alamo Area Teen Suicide Prevention Coalition to assist in coordinating resources for youth at risk for suicide. Clarity CEO, Jessica Knudsen, is member of the steering committee.

financial sustainability

Grant funding from Texas Health and Human Services (HHSC) was received by the Center for Healthcare Services (CHCS) to support Clarity as the service provider for the MST program. Through philanthropic donations and grant funding, Clarity successfully completed the \$7.2 million first phase of the HEROES capital campaign in 2024, which renovated an existing building into an 8-bed unit dedicated to children and teens with very complex issues and includes dedicated space for programming and a private, secure courtyard. By increasing the number of total inpatient beds to 74, we will be able to provide inpatient hospitalization to an additional 700 children per year. Phase I also

included a kitchen expansion, as well as renovations to the dining hall to serve our growing number of patients.

Clarity will continue to seek funding for Phase II of the Heroes capital campaign focused on renovations to the Crisis Assessment Services department. The renovation will add two observation rooms, expand the current lobby, and add a dedicated family waiting area. The projected \$4.1 million renovation will allow Clarity to assess an additional 60 kids in crisis/month. The final phase of the project will build out the existing shell on the third floor of the Outpatient Building. This increased footprint will allow for an increase of 4,500 more outpatient appointments annually, as well as expand the Next Step program which provides rapid access appointments, urgent care assessments, and evaluations with a licensed clinician—to increase space and accessibility.

| Time Period | Child Female | Child Male | Adolescent Female | Adolescent Male |
|-------------------------------|---------------------|-------------------|--------------------------|------------------------|
| 9/23-2/24 (pre-expansion) | 33% | 25.6% | 29% | 20.7% |
| 9/24-2/25 (post-expansion) | 23% | 23.5% | 21.5% | 17.6% |
| % decrease | 10% | 2.1% | 7.5% | 3.1% |

*Comparison diversion numbers for the same 6-month time period pre and post opening of the 8-bed unit are below.
NOTE: the diversion rates equal the amount of time we did not have a bed available.*

organizational health

To develop the next generation of hospital leadership, in late 2024 and early 2025, Clarity leadership has overseen the successful transition of current Operations team members into the Senior Leadership team. The Chief Financial Officer and Vice President of Clinical Services both retired in the first quarter of 2025. Several other roles, such as the Director of Risk Management and Performance Improvement, have been created in anticipation of other senior team member retirements in the next 24 months.

Clarity has continued to train the new generation of leadership through onsite training for pre-and post-doctoral Psychology students and nurses through partnerships with the UT Health San Antonio School of Medicine, University of Incarnate Word School of Nursing and the UT Health San Antonio School of Nursing.

quality of clinical care

Clarity estimates 90% of patients have experienced trauma, whether it is physical and/or sexual abuse, or lack of housing or food, neglect or verbal abuse, emotional detachment, and/or loss or separation from relative. In May 2025, Clarity was awarded Level One certification in Trauma Informed Care, which makes a major difference in managing the symptoms that result from trauma. This was the result of an over two-year process by all members of the Clarity staff— both clinical and support staff, with strong support from the CEO. SAPD, Metro Health and Bexar County are all committed to the same certification.

In March 2025, Clarity added a new treatment focused specifically on at-risk youth with intensive needs called Multisystemic Therapy (MST). Youth aged 12 to 17 in Bexar County qualify to be screened for this treatment, even if they have no insurance. It is most effective for treating youth at risk of expulsion, being removed from homes, committing violent offenses, having serious mental

health concerns, and at risk of out-of-home placement. The MST program includes a team of specially trained therapists who provide intensive treatment, usually in the home, school, and community of the youth, while focusing heavily on the involvement of parents and other caregivers. Therapists carry small caseloads and the average length of treatment is between three and five months. Team members remain on-call and available 24 hours a day.

increase community profile

- Hiring of a full-time Community Liaison in late 2024 to develop relationships with hospitals, clinicians, schools, non-profits, other behavioral hospitals, etc., concentrating initially on staff at local Emergency Rooms.
- Aggressive Public Relations and advertising campaigns that includes ads and exhibitor booths that reach children’s mental health professionals, parents, caregivers and the community-at-large in San Antonio and central/south Texas to educate the public about Clarity’s services, programs, Claritycon and other events. Strategies for 2025 include continuing to build relationships with key media vehicles such as:
 - **KSAT-TV**-after three members of the Clarity team made a successful presentation in December 2025 to the KSAT Community board members (University Health, Randolph-Brooks Federal Credit Union, and Energy Transfer), this board will underwrite a KSAT Town Hall meeting on April 9, 2025 with Clarity and University Health as the panel experts to discuss trauma and trauma informed care. Town Hall comes with a large schedule of promotions to the KSAT viewership and the Town Hall video lives on KSAT website indefinitely.
 - **KLRN (local PBS affiliation)**- provided Clarity experts for two parent and teacher online educational sessions on weekday evenings which come with hefty promotions to the entire KLRN viewership including on-air promos, eblasts to 50,000 subscribers of Family and Educator newsletters; blogs; event listings on the KLRN events page and social media promotion. The first session was held May 7, 2025, and was geared to educators on the topic “How to Differentiate Alarming Behaviors from ‘Regular’ Expected Behaviors, especially in the Young” by Clarity staff member, Reem Eissa, PhD. A second session on May 17, 2025, will be targeted to parents on the same topic.
 - **TPR – local NPR station** – In May 2024, Texas Public Radio and Clarity Child Guidance Center collaborated to host a free film screening of Screenagers—an award-winning documentary about raising teens in the scary world of social media – to the community. This screening came with 150 on-air promotions; 140 on-air messaging per station; a website story and a story included in the TPR newsletter. It also included 100,000 impressions on TPR on the subject of our choice and 140 on-air messages across the five TPR stations, including two outside of San Antonio. The Clarity Marketing and Development team continues to foster the relationship with TPR.

- **Expand advertisements to area newspapers** in South and Central Texas, especially to those in areas within driving distance that do not have emergency rooms.
- Clarity continues to host **Claritycon**, our annual children's mental health conference, that provides professional development (including CEUs and CNEs) with 40+ renowned experts to 500+ educators, therapists, physicians, nurses, social workers, mental health professionals and community members from the region. In 2025, Claritycon relocated to the Henry B. Gonzalez Convention Center in downtown San Antonio due to the record attendance in 2024. Sponsorships and exhibitor spaces are sold to underwrite costs.
- Clarity's reach has been greatly expanded due to the **Giving Tree holiday campaign** where churches, businesses or organizations host a Giving Tree during November and December to secure gifts for our patients that they can open on Christmas morning.
- **Nominate Clarity staff for awards** that gain recognition in markets served by different organizations such as the San Antonio Express-News "Salute to Nurses;" TPR's "Changemaker Award;" San Antonio Express-News' "SA Lights" award; etc.
- Continue to search for **exhibitor opportunities** with targeted organizations that reach our markets in the community at large (such as parents and caregivers) and the children's mental health professionals in San Antonio and central/south Texas to educate the public about Clarity's services, programs, and Claritycon.

in closing

As Jessica Knudsen, CEO and President, stated in the 2024 Annual Report, “As I reflect on the past four years at Clarity, I am overwhelmed with gratitude for the unwavering support of our community, partners, and dedicated staff. In a time of continued challenges and transformation, their generosity and commitment have allowed us to make a meaningful impact on the lives of the children we serve. Major, incredible manifestations of this dedication are many—including but not limited to—completing the first phase of a major capital project to enhance our facilities that is allowing us to serve an estimated 700 more children annually; expanding our reach by launching a mental health clinic partnership with Southside ISD on the Southside High School campus; launching a Multisystemic Therapy program that is a community based treatment designed to address the core causes of challenging behaviors in youth 12-17; and achieving our Trauma Informed Care certification from the Ecumenical Center of San Antonio after an intensive 2-1/2 year process. Finally, our sincerest appreciation to the families who allowed us to be a part of their journey toward wellness. Your trust and resilience inspire us to continue our commitment to making a positive impact on the lives of those we serve.”

Approved by the Clarity Board of Directors on April 30, 2026.